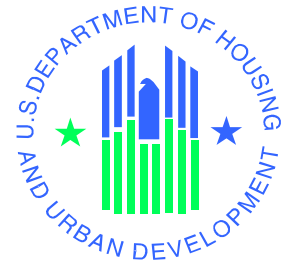# Study of Single Family Property

Management Systems and Data

NEEDS STATEMENT

June 9, 2003

Office of Housing

Federal Housing Administration

Department of Housing and Urban Development

Needs Statement

Table of Contents

1.0   GENERAL INFORMATION

1.0 GENERAL INFORMATION

The Federal Housing Administration's (FHA) Office of Insured Single Family Housing administers a property management program and oversees the acquisition, marketing, and disposition of approximately 60,000 properties per year. Single Family Housing maintains the Single Family Acquired Asset Management System (SAMS) and other property management support systems to assist with program operations, such as case management, financial management, contractor monitoring, business evaluation, and business partner management. SAMS and the other systems must fully support these business functions in order for FHA to effectively and efficiently manage its program.

Since the original implementation of SAMS, Single Family Housing has changed the property management program and its business model. In an effort to streamline operations, FHA began contracting out the Real Estate Owned (REO) functions in 1997. Consequently, Single Family Housing's role shifted to oversight and monitoring rather than performing the day-to-day REO activities. Over time, FHA adapted SAMS and developed supplemental systems to support both the property management and contractor oversight functions. While FHA has made extensive modifications to SAMS and developed other support systems, numerous challenges remain with its property management operations within the current systems environment. For example, maintenance costs remain excessively high. Furthermore, FHA has received criticisms from the General Accounting Office (GAO) about its single-family property management operations, systems, and monitoring performance in various studies. As a result, GAO has placed Single Family on its high-risk list since 1994. In its financial statements, FHA also has received material weaknesses and reportable conditions related to single-family systems, including:

- FHA's systems environment provides insufficient support to its business processes.
- FHA lacks control over budget execution and funds.
- FHA performs inadequate monitoring over its Single Family property inventory.

1.1 Purpose

Single Family Housing seeks to increase SAMS' functionality or implement a new system. FHA needs to assess its long-term business needs and the capacity of its current systems prior to any further systems development efforts. The *Needs Statement* describes business needs and deficiencies and justifies the exploration of alternative solutions. In this instance, the *Needs Statement* builds a case for a new property management system and provides a high-level description of the planned capabilities of the new system.

1.2 Scope

This project provides FHA with a blueprint for property management and helps guide FHA towards an improved way of conducting its business. FHA performed an in-depth review of the Single Family systems supporting the property management function, including asset management, business participant management, business evaluation, and financial management. Based on this analysis, we presented an alternative solution to its current systems environment. FHA conducted this study in five primary phases:

- Phase I – Identify major business and system needs.

- Phase II – Identify major deficiencies in the current systems.

- Phase III – Develop short- and long-term alternatives.

- Phase IV – Present findings and obtain stakeholder buy-in.

- Phase V – Develop Initiate phase documents, including the Project Plan, Needs Assessment, Feasibility Study, Risk Analysis, Cost-Benefit Analysis, System Security Plan, and Systems Decision Paper.

1.3   System Overview

While the Department of Housing and Urban Development's (HUD) Information Technology division provides technical assistance, HUD's Office of Housing is responsible for the identification of business process and reporting needs of its systems. For single-family mortgage insurance programs, the Office of Single Family Programs and the Office of the Comptroller share responsibility for SAMS and other single-family systems.

SAMS is a mixed program and financial management system that accounts for the sale of over 60,000 properties valued at over $5 billion dollars and related expenses totaling nearly $1 billion per year. SAMS supports HUD staff at Headquarters, Homeownership Centers (HOCs), and Management and Marketing (M&M) contractors with tracking single-family properties from acquisition through resale. In addition to collecting data related to the management, marketing, and disposition of properties, SAMS maintains financial records in compliance with the Federal Credit Reform Act and processes disbursements to M&M contractors, vendors, taxing authorities, and homeowners' associations.

SAMS is hosted on HUD's IBM-compatible mainframe and is connected to HUD's network, HINET, through a COMTEN front-end processor. Software used in SAMS includes: COBOL, DB2, CICS, EXTRA, JCL, NOMAD, and the Configuration Management tool, Endevor. SAMS development tools include Electronic Data System's (EDS) proprietary case tool – INCASE.

The following table provides the requisite system information.

Responsible Organization	Federal Housing Administration – Office of Housing
System Name or Title	Single Family Acquired Asset Management System (SAMS)
System Code	A80S
Project Cost Accounting Sub-system (PCAS) Number	To Be Determined
System Category	Major application
Operational Status	Operational
Users	FHA and M&M contractors

System Input	Mortgagee data, transmittal check data, property acquisition data, claim data, lockbox and Fedwire collection data, check data, valid property case data, property maintenance data, property acquisitions
System Output	New acquisitions, inventory status and sales data, property listing, property title data, SAMS general ledger balances, disbursement data, and sales related data
Interaction With Other Systems	The SAMS environment is composed of numerous interconnected and stand alone systems. SAMS shares data with the following systems through manual or automated interfaces: Single Family Insurance System (SFIS), Computerized Homes Underwriting Management System (CHUMS), Institutional Master File (IMF), A80N, Single Family Insurance Claims Subsystem, Lockbox, File Transfer Protocol (FTP) Server, HUD Web, Kiosks, Single Family Data Warehouse, TEAM, Fedwire system (Cashlink), Cash Control Accounting Reporting System (CCARS), ECS system (Electronic Funds Transfer (EFT) disbursements), and the FHA Subsidiary Ledger

1.4   Project References

FHA used the following reference materials to prepare the *Needs Statement*.

Document	Date
EDS, HUD/SAMS Release Summary	No date noted
Information Technology Reform Act of 1996	No date noted
IBM Endowment for the Business of Government, *IT Outsourcing: A Primer for Public Managers*, Chen, Perry	February 2003
Joint Financial Management Improvement Program, *Property Management System Requirements*	October 2002
Management & Marketing Service Contract Terms and Conditions	No date noted
National Institute of Standards and Technology, Special Publication 800-12, An Introduction to Computer Security: The NIST Handbook	October 1995
National Institute of Standards and Technology, Special Publication 800-14, Generally Accepted Principles and Practices for Securing Information Technology Systems	September 1996

Document	Date
National Institute of Standards and Technology, Special Publication 800-16, Information Technology Security Training Requirements: A Role- and Performance-Based Model	April 1998
National Institute of Standards and Technology, Special Publication 800-18, Guide for Developing Security Plans for Information Technology Systems	December 1998
National Institute of Standards and Technology, Special Publication 800-26,Security Self-Assessment Guide for Information Technology Systems	November 2001
National Institute of Standards and Technology, Special Publication 800-40, Procedures for Handling Security Patches	August 2002
National Institute of Standards and Technology, Special Publication 800-44, Guidelines on Securing Public Web Servers	September 2002
Office of Management and Budget Circular Number A-130, *Management of Federal Information Resources, Appendix III*	November 2000
United States Department of Housing and Urban Development, *Business Process Reengineering*	March 1997
United States Department of Housing and Urban Development, *FHA Audit of Financial Statements Fiscal Years 2002 and 2001*	January 2003
United States Department of Housing and Urban Development, *Final Draft SAMS User's Guide*	August 2002
United States Department of Housing and Urban Development, *Management Structure Design and Specifications in the M&M Contract Environment For Single Family Property Disposition*	January 1999
United States Department of Housing and Urban Development, *M&M Contractor Compliance Review, Risk-Based Targeting Model Web Tool Training*	August 2002
United States Department of Housing and Urban Development, *Office of the Single Family Housing Target Architecture Development*	September 2002
United States Department of Housing and Urban Development, *Processing Procedures and Internal Controls for M&M Contractors*	No date noted

Document	Date
United States Department of Housing and Urban Development, *SAMS Reports Training Manual*	May 2002
United States Department of Housing and Urban Development, *Single Family Housing Target Architecture*	August 2002
United States General Accounting Office, *Financial Management: Strategies to Address Improper Payments at HUD, Education, and Other Federal Agencies*	October 2002
United States General Accounting Office, *Information Technology Leading Commercial Practices for Outsourcing of Services*	November 2001
United States General Accounting Office, *Loan Origination and Foreclosed Property Management Processes*	November 1999
United States General Accounting Office, *Single Family Housing: Current Information Systems Do Not Fully Support the Business Processes at HUD's Homeownership Centers*	October 2001
United States General Accounting Office, *Single Family Housing: Improvements Needed in HUD's Oversight of the Property Sale Process*	April 2002
United States General Accounting Office, *Single Family Housing: Stronger Measures Needed to Encourage Better Performance by Management and Marketing Contractors*	May 2002

1.5   Acronyms and Abbreviations

The following table lists the acronyms and abbreviations used in this document.

Acronym/Abbreviation	Definition
CCARS	Cash Control Accounting Reporting System
CHUMS	Computerized Homes Underwriting System
CIO	Chief Information Officer
CO	Contracting Officer
EDS	Electronic Data Systems

Acronym/Abbreviation	Definition
EFT	Electronic Funds Transfer
FHA	Federal Housing Administration
FTP	File Transfer Protocol
GAO	General Accounting Office
GTM	Government Technical Monitor
GTR	Government Technical Representative
GUI	Graphical User Interface
HOC	Homeownership Center
HUD	U.S. Department of Housing and Urban Development
IMF	Institutional Master File
ITAS	Inspection Tracking and Assessment System
M&M	Management and Marketing
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCPO	Office of the Chief Procurement Officer
OIG	Office of Inspector General
OIT	Office of Information Technology
PCAS	Project Cost Accounting Sub-System
REO	Real Estate Owned
RBTM	Risk Based Targeting Model
SAMS	Single Family Acquired Asset Management System
SFDW	Single Family Data Warehouse

Acronym/Abbreviation	Definition
SFIS	Single Family Insurance System

1.6   Points of Contact

The following sections provide a listing of contacts for additional information regarding this document and the overall project, as well as a listing of departmental organizations and their contacts that provide support and guidance related to this project.

1.6.1   Information

This table provides a list of organizational points of contact that may be needed by the document user for informational and troubleshooting purposes. All contacts are located at 451 Seventh Street, SW, Washington, DC, 20410.

1.6.2   Coordination

The following table provides a list of organizations that require coordination between the project and its specific support function.

2.0   NEEDS DESCRIPTION

2.0 NEEDS DESCRIPTION

This section describes the system needs in terms of the scope and nature of the current deficiencies, anticipated benefits, impacts, and constraints.

2.1   Needs

FHA sells over 60,000 properties per year valued at over $5 billion with related expenses totaling nearly $1 billion. FHA must perform many functions in order to operate an effective property management program and maintain strong management controls, including case management, financial management, contractor monitoring, business evaluation, and business partner management. A complete list of functions is provided in FHA's *Business Needs* report. FHA currently uses a number of interconnected and stand alone systems to support these activities. FHA and its contractors rely on:

- SAMS to track and account for acquired properties.

- A geo-mapping tool to identify property locations.

- M&M FTP server and the Single Family Data Warehouse (SFDW) to provide data and ad hoc reports.

- Neighborhood Watch, Inspection Tracking and Assessment System (ITAS), and the Risk-Based Targeting Model (RBTM) to support monitoring efforts.

- Officer Next Door/Teacher Next Door and the Asset Control Area systems to support new program requirements.

- Nonprofit Approval system to track nonprofits authorized to participate in Single Family programs.

- Single Family Default Monitoring System to monitor defaults.

- Numerous other cuff systems internal and external to HUD for property management activities.

While FHA has made extensive modifications to SAMS and developed other support systems to perform its responsibilities for property management, numerous business needs remain unmet by this network of systems. FHA has received criticisms from GAO about its single-family property management operations, systems, and monitoring performance in various studies. As a result, GAO has placed Single Family on its high-risk list since 1994. In its financial statements, FHA also has received material weaknesses and reportable conditions related to single-family systems:

- FHA's systems environment provides insufficient support to its business processes.

- FHA lacks control over budget execution and funds.

- FHA performs inadequate monitoring over its Single Family property inventory.

Furthermore, the maintenance costs are high because SAMS and related systems use old technology, and modifications demand careful and extensive analysis to identify the exact code requiring changes.

FHA has completed a detailed analysis of the deficiencies of the current systems environment. For a complete list of deficiencies, refer to FHA's *Current Deficiencies* report. Based on this analysis, we observed common themes among the current deficiencies. The six main themes are as follows.

2.1.1   Case Management

End-users indicated that SAMS provides inadequate support for the case management function. SAMS is a transaction-processing system that stores case level information in numerous tables. It does not provide end-users with one or two easy-to-navigate screens with all relevant information on individual cases. Users must navigate between numerous screens to find related pieces of information when reviewing a case file. Therefore, end-users find it difficult to obtain a thorough understanding of any given case.

SAMS also has difficulty maintaining accurate case histories and user notes. End-users provided numerous examples of case histories being altered or deleted when users change the status of a property in SAMS. End-users also indicated that the case notes function is too limited and difficult to use. Furthermore, the system lacks the flexibility to manage and track special types of properties – such as those held off the market or custodial properties – through the disposition process. As a result, end-users do not collect important property management information, obtain a skewed view of the types of properties in inventory, and have an inaccurate account of the amount of time properties remain in a particular processing step.

2.1.2   Financial Management

Financial management deficiencies in SAMS leave Single Family susceptible to Anti-Deficiency Act violations and lead to time-consuming reconciliation efforts. SAMS lacks the ability to control and monitor contracts and other budgetary funding limits prior to any reservations, obligations, or disbursements. Specifically, SAMS does not maintain:

- Available budgetary resources.
- Contract values for any type of property management contract.
- Contract obligations.

Some HOC staff members maintain spreadsheets and manually calculate funds available on each contract. However, this process still provides inadequate controls over FHA's funds. Many types of transactions – claims, notes and property expenses, and other miscellaneous expenses – are applied against the same budgetary resource. Therefore, FHA either needs to allot resources or capture obligations and disbursements in a single repository in order to accurately control spending.

In addition to the funds control deficiencies, SAMS does not provide adequate information in the proper format to FHA's Subsidiary Ledger. It does not provide sufficient information to determine the business events associated with the applicable transactions in the Subsidiary Ledger. Furthermore, SAMS cannot provide the Subsidiary Ledger with decipherable, one-to-one credit/debit pairs. Therefore, Accounting staff must manually reconcile these transactions.

2.1.3 Contractor Monitoring

Single Family systems do not fully support the monitoring responsibilities of HOC staff. HOC staff members are responsible for sampling, assigning, and tracking property inspection and file review cases. Since SAMS currently is incapable of supporting these functions, Single Family developed the:

- RBTM for case file reviews – RBTM is an analytical model developed by Deloitte and Touche. It supports the sampling and analytical processes for case file reviews.

- ITAS for property inspections - ITAS is an Access database developed by the Denver HOC. While it supports the sampling process for property inspection reviews, ITAS currently is unable to provide any analytical support with the review process. For example, ITAS does not maintain metrics, capture or analyze inspection data, or produce quantifiable results or scores of M&M contractor performance.

These systems have limited, one-way interfaces with SAMS and work independently of other Single Family systems. Furthermore, the current processes used to monitor contractors and to prepare reports is time-consuming due to the inadequacy of SAMS and the stand-alone nature of the support systems. HOC staff must gather, manipulate, and analyze data manually to prepare monitoring reports, such as the Area Monthly Assessments. In some cases, HOC staff have to request data from M&M contractors to prepare these reports because SAMS does not collect all of the necessary information. Each month, HOC staff manually compare the results of the previous month's activity to the current month in order to assess progress on open items. FHA needs to integrate these business processes within the system so that valuable personnel time can be allocated to business operations rather than data management.

2.1.4 Communications and Document Imaging

As part of its day-to-day management responsibilities, FHA needs to approve partners' participation in the program, any requests for policy/procedural exceptions, and invoices for payments and reimbursements. FHA also needs access to supporting documentation for monitoring purposes, such as inspections, appraisals, and other key documents.

Single Family's systems environment does not take advantage of current technological trends, such as document imaging and management, communication tools, or workflow management, to support these management responsibilities. As a result, FHA conducts many of its day-to-day activities through manual and paper-driven processes. For example, M&M contractors request authorization from HOC staff for any exceptions via email and submit supporting documentation for invoice reviews in hard copy. In addition, FHA's business partners frequently are unaware of their approval status because SAMS does not produce automated letters or other communication reminders. This type of systems environment impedes communication, creates processing delays, and demands unnecessary storage costs.

2.1.5 Data Analysis and Reporting

Many end-users find SAMS reporting tool - NOMAD Report Writer - difficult to use. NOMAD uses a complex programming language and lacks a user-friendly front-end. End-users who have received training on NOMAD even experience problems with creating standard queries and ad-hoc reports. As a result, FHA has become increasingly reliant on contractor assistance for data reporting and analysis because only a limited number of FHA staff understand and use

the NOMAD reporting tool. This process is time consuming and can lead to delays in satisfying rush requests.

In addition, the NOMAD reporting tool has a limited ability to conduct in-depth analyses. Proper monitoring and assessment requires data from the point of origination to servicing and REO management. In the current environment, the NOMAD reporting tool is not connected to a single repository with access to integrated data; it can only access REO data from SAMS. As a result, the NOMAD reporting tool hampers FHA's ability to monitor contracts, analyze trends, and detect data anomalies.

To aid in timely communication, end-users voiced a need for the ability to download and attach reports to email communications. End-users find it very complicated to download reports using SAMS and the NOMAD Report Writer. As such, reports are printed and mailed or faxed to the M&M contractors. This system weakness increases communication costs and the time it takes to communicate with business partners.

2.1.6   System Interfaces

The property disposition program requires its systems to share information within and outside FHA. The current Single Family systems environment lacks automated interfaces to adequately exchange data among its internal systems. For example, some newly acquired HUD properties do not enter SAMS in a timely manner, if at all, due to manual or inadequate interfaces. This process can delay the property preservation activities of the M&M contractor. In addition, SAMS also currently lacks adequate interfaces with its business partners' systems. For example, SAMS cannot take feeds from M&M contractor property management systems. As a result, M&M contractors must key all entries both into SAMS and their own system.

2.2   Benefits Expected

To correct these deficiencies, FHA plans to implement a new property management system that meets its business needs, takes advantage of current technological trends, and uses an updated technical environment so that operating costs are reduced. HUD management will benefit through reductions in material weaknesses for Single Family program operations and increased confidence in the quality of FHA portfolio data. Addressing the deficiencies will enable FHA to:

- Capture and access property and monitoring data that is comprehensive, accurate, and timely.

- Strengthen contractor oversight and assessment capabilities.

- Improve funds control, payables management, receivables management, and other accounting functions.

- Strengthen reconciliation processes and reduce manual reconciliations.

- Enhance ad hoc query capabilities thereby improving timeliness of reporting.

- Make the system more accessible to stakeholders through the use of the Internet.

- Streamline and integrate business processes so that valuable personnel time can be allocated to business operations rather than data management.

- Realize faster reviews and achieve time-savings through business partner communications and decision-making occurring within the system.

- Reduce manual and paper-driven processes.

2.3   Planned Capabilities

FHA completed a *Business Needs* report in April 2003 to document current and planned capabilities of a property management system. This document describes the specific business needs for each of the functional areas, including asset management, business participant management, business evaluation, and financial management. To the extent possible, FHA plans to leverage the FHA Subsidiary Ledger to perform many of the financial management functions, such as funds control.

The document also outlines technology and technical environment needs. FHA plans to take advantage of current technological trends in the industry to transform property disposition business processes. The proposed solution will:

- Deliver web-based, paperless transactions in near real-time.

- Coordinate workflow for the property management process to reduce redundant requests and maximize oversight reviews, thereby promoting more efficient analysis and short cycle times.

- Provide modern communication tools, like document imaging and management, letter generation, and automated emails.

- Introduce knowledge-management tools to electronically collect, store, receive, and distribute information from or to internal and external stakeholders.

- Incorporate easy-to-use reporting tools.

- Establish a standard model of operations across the nation.

In addition, documentation plays an important role in the usability and the success of a new application. HUD has faced audit concerns regarding the documentation for SAMS. FHA also requires systems documentation guides and a database dictionary as standard deliverables with any system procurement. To meet end-user and audit expectations, the proposed solution will incorporate user guides directly in the application. For a complete list of needs and capabilities of the proposed system, refer to FHA's *Business Needs* report.

2.4   Organizational Effects

The Single Family Office of Housing Asset Management Division is responsible for the disposition of properties and the primary decision maker for the proposed property management system. However, other offices within FHA require property management data from SAMS to perform its business functions, including:

- Accounting – This office needs timely and accurate summary- and case-level accounting data on property inventory, collections, and disbursements to support financial statements and other reporting as well as mechanisms to control funds, payments, and collections in order to protect against waste, fraud, and abuse.

- Budget – This office needs timely financial information to perform funds control responsibilities, prepare the President's budget, and report on financial activity throughout the year.

- Program Evaluation – This office needs timely and accurate portfolio information to analyze data and report on program performance.

- Acquired Assets Branch – This office needs detailed and accurate program information to perform financial controls responsibilities for tax disbursements, expense pass through disbursements, M&M contractor fee disbursements, and sales closings.

The above-noted entities are all impacted by the deficiencies described in Section 2.1 Needs.

2.5 Assessment of Need

FHA's planned capabilities for the proposed solution – described in Section 2.3 – provide several key improvements from the current systems environment. The planned capabilities will better support the business needs of Single Family Program and Accounting staff and will address weaknesses sighted in the *FHA Audit of Financial Statements Fiscal Years 2002 and 2001*.

Under the proposed plans, FHA plans to implement a web-based system with property management and REO functionalities. The planned solution will have a comprehensive workflow engine that assigns work based on predetermined events and an easy-to-navigate graphical user interface (GUI). The GUI gives users easy access to case level property information and improves screen flow. The solution will also provide support for electronically imaged documents, incorporate comprehensive communication tools for Single Family and its business partners, and provide a user-friendly reporting tool.

The proposed system will also improve financial management and monitoring functions. The solution will support case level funds management and provide the FHA Subsidiary Ledger with accurate accounting information. These improvements will increase efficiencies by decreasing staff time spent on reconciliation activities and other manually intensive processes. The solution will incorporate the functionalities of RBTM and ITAS to provide a central location to sample, assign, and review case files. The system will also provide quantifiable measurements of M&M contractor performance for all areas of service.

In addition, end-user help features will be incorporated directly in the software application. The proposed solution will offer easy access to help features, similar to the way help features are addressed in Microsoft applications, thereby reducing training time. The proposed solution's updated systems documentation and data dictionaries will assist with the development of interfaces to other HUD systems as well as address audit concerns.

2.6 Constraints

The acquisition or development of a new system is a major undertaking that requires significant involvement of FHA management to complete successfully. The primary condition that currently constrains the timely accomplishment of this business imperative is the status of HUD's enterprise architecture, particularly within Single Family. In a report published in October 2001, GAO stated "To address the information system challenges facing HUD's homeownership centers, we recommend that the Secretary of Housing and Urban Development direct the Chief

Information Officer and Assistant Secretary for Housing – Federal Housing Commissioner to…Continue delaying any sizable single-family systems acquisitions or development until the Departments' enterprise architecture is complete."[1] These types of organizational constraints placed on the identification and selection of an alternative solution may limit approval and funding efforts.

2.7   Estimated Costs

This section provides information on the projected costs for this project.

2.7.1   Total Estimated Cost

Five-year cost estimates outlining the funding required for all activities of the lifecycle from the Definition through Operation phases are included as part of the *Feasibility Study* and *Cost/Benefit Analysis*.

2.7.2   Phase Cost Estimate

The study of Single Family property management systems and data is scheduled to be complete by July 2003. The total cost for the study and the completion of Initiate phase documents is approximately $500,000. These activities include, but are not limited to:

- Development of the *Business Needs* report.
- Development of the *Current Deficiencies* report.
- Development of the *Alternatives Assessment*.
- Development of the Initiate phase System Development Methodology documents.

2.8   Integration

Consistent with the Office of the Comptroller's *Vision of Financial Management*, FHA is in the process of implementing PeopleSoft as its core accounting system. In October of 2002, FHA implemented the General Ledger module of PeopleSoft Financials version 7.5. Future plans involve phasing in the Budget, Payables, and Receivables modules, and upgrading to the web-enabled version 8.0.

FHA plans to leverage the PeopleSoft Subsidiary Ledger to perform the financial management functions of the property management program. These plans are consistent with the vision and reduce the possibility of redundant system functionalities. Under Single Family's proposal, the property management system will serve as the operational system and FHA's Subsidiary Ledger will serve as the financial management system. These two systems will interface with each other to facilitate the exchange of critical information at predetermined events or on predetermined timeframes. This joint system approach:

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[1] GAO, Current Information Systems Do Not Fully Support the Business Processes at HUD's Homeownership Centers. October 2001.

- Eliminates redundant system functionality.

- Optimizes use of FHA's pre-existing commercial-off-the-shelf package.

- Meets the business needs of different functional areas.

- Takes advantage of best practices and new technologies in the mortgage banking industry.

- Capitalizes on the strong accounting and funds control functionality of the FHA Subsidiary Ledger.

- Allows for a single point of entry – depending on the end-user's business function – on a nationwide level.

- Provides support for financial statement audits and helps to eliminate control weaknesses.

- Complies with FHA Office of the Comptroller's *Vision of Financial Management.*

In addition to the Office of the Comptroller's *Vision of Financial Management*, HUD plans to define a HUD-wide enterprise architecture strategy. While this strategy is currently incomplete, the project team plans to coordinate its efforts with the enterprise architecture team.